

# NATIONAL ENDOWMENT FOR THE ARTS

## FY 2001 Performance Plan



AN INVESTMENT IN AMERICA'S LIVING CULTURAL  
HERITAGE

February 2000

# NATIONAL ENDOWMENT FOR THE ARTS

*The arts  
reflect the past,  
enrich the present,  
and  
imagine the future.*

## VISION

A Nation in which the arts play a central role in the lives of all Americans.

## MISSION

The National Endowment for the Arts,  
an investment in America's living cultural heritage,  
serves the public good by  
*nurturing* the expression of human creativity,  
*supporting* the cultivation of community spirit, and  
*fostering* the recognition and appreciation of the **excellence** and **diversity** of  
our Nation's artistic accomplishments.

# NATIONAL ENDOWMENT FOR THE ARTS

## FY 2001 PERFORMANCE PLAN

### I. INTRODUCTION

The National Endowment for the Arts (NEA) presents its Performance Plan for the fiscal year 2001. This plan conforms with the requirements of the Government Performance and Results Act of 1993 (GPRA) and the guidance contained in Office of Management and Budget Circular A-11. This plan and the Agency's FY 2001 Budget Request of \$150 million are integrally linked with one another. The Agency's goals and objectives were used to build the FY 2001 budget request. The commitment of the NEA to utilize its Strategic Plan in its ongoing operations is particularly evident in the:

- budget presentation where we convey that the use of the Agency's goals for application submission replaces the use of funding categories, and
- Performance Plan where the performance goals and indicators mirror those contained in the Strategic Plan.

This document contains both the FY 2001 Performance Plan and the Agency's Performance Report for FY 1999.

### II. PERFORMANCE HIGHLIGHTS

When examined as a whole, the breadth of accomplishments that the NEA has achieved will continue to achieve under its FY 2001 request is quite impressive. With a budget of \$150 million, citizens across the Nation will have increased access to the arts through concerts, performances, readings, tours, festivals and fairs; creation and preservation of work; arts instruction classes, demonstrations and presentations; and residencies in and out of school. The number of cities reached throughout the Nation will be in the thousands; the number of individuals reached in the millions. Hundreds of grants will be awarded to reach boundaries beyond the State in which the grant recipient resides. Children, especially those at risk, will be provided positive alternatives.

Particularly important for the American people is the Endowment's initiative entitled **Challenge America**. This initiative, targeted to strengthen families, communities and the Nation through the arts, is an unprecedented effort to respond to the overwhelming needs of communities to improve the livability and quality of life of its citizens. A particular focus of this initiative is to recognize the importance of partnerships between arts organizations, artists, schools, teachers, community organizations and the public and private sectors. **Challenge America**, if fully funded, will enable approximately 1000 communities nationwide to receive grants that will:

- improve access to the arts for families and communities;
- expand support for programs that bring the benefits of arts education to schools, students, parents and teachers;
- provide positive alternatives for youth-at-risk, such as after-school arts programs;
- increase efforts to preserve our Nation's cultural heritage;
- improve the ability and capacity of arts organizations to serve their communities; and
- strengthen and develop partnerships that improve the livability of communities.

Provided below is a sampling of the Endowment's projected accomplishments through its grant programs and leadership initiatives and activities. This is in addition to the

accomplishments anticipated under **Challenge America**.

- Supporting over 7,500 concerts nationwide;
- Supporting more than 200 exhibitions, fairs, and festivals;
- Conserving, documenting and preserving over 3,200 highly significant works of art, artifacts or collections;
- Supporting more than 1,000 residencies in and outside of schools;
- Supporting the creation of nearly 400 works of art; and
- Supporting more than 940 lessons, classes, and other means used to teach knowledge of and/or skills in the arts.

Millions of citizens will benefit from these projects, including millions of children. Grant projects are expected to reach more than 5,000 locations beyond the location of the direct grant recipient. And, a match of nearly \$300 million is projected to result from the projects supported.

### III. PERFORMANCE GOALS AND INDICATORS FOR THE FY 2001 BUDGET REQUEST

The accomplishments anticipated by the Endowment in FY 2000 and 2001 are identified below by goal and objective. The Endowment places great import in ensuring the direct link between its annual plan and its budget. The charts that follow the narrative in this section reflect this linkage. In addition, the narrative and charts clearly articulate the Endowment's major initiative for FY 2001, **Challenge America**. Following the charts, the relationship of **Challenge America** to the Endowment's goals for FY 2001 is graphically displayed.

#### A. ACCESS GOAL

**Objective 1: Increase number of, and broaden and diversify the kinds of, arts events or activities available to the American public.**

*Performance Indicator: A broad and diverse range of arts projects will be presented, exhibited, performed, toured, broadcast, and/or published.*

##### ***FY 2000***

Projects directly supported by the Arts Endowment would enable approximately 1,400 concerts, performances, and readings, and 50 radio and television broadcasts to occur throughout the Nation. Through Partnership Agreements with State Arts Agencies (SAA) and their Regional Arts Organizations (RAO), approximately 4,700 grants would be made using Arts Endowment funds to support activities such as concerts, performances, readings, exhibitions, fairs and festivals, publications, translations and writings about art. Through the Indemnity program, approximately 40 exhibitions and 3,500 objects from lenders worldwide would be accessible to the American public.

##### ***FY 2001 Request***

In addition to the above, the **Challenge America Initiative** would directly enable the Arts Endowment to increase, by more than 60percent, the number of concerts, performances and readings, and residencies available to families and communities. In partnership with the SAAs and their RAOs, more than 3,600 grants would be made under **Challenge America** to enable communities and their families to benefit from acquisitions, concerts, performances and readings, exhibitions, fairs and festivals, publications, distribution of artwork and writing about art.

**Objective 2: Provide access to arts experiences in communities where such activities are not readily available because of geographic, economic or other factors.**

*Performance Indicator 1: A significant number of arts projects or activities will be funded to reach those located in rural, inner-city, and other underserved communities.*

***FY 2000***

Projects directly supported by the Arts Endowment would enable approximately 475 concerts, performances, and readings, and 40 school and other residencies to occur throughout the Nation. (NOTE: The Endowment's major pilot program, ArtsREACH, was initiated in 1998 to target Endowment grants to organizations in 20 States that have been under-represented in our direct grant program. Indicators referencing the cultural planning aspect of this program can be found under the Community Arts Development Goal, objective 4.) Through Partnership Agreements with the SAAs and RAOs, 45 grants would be made using Arts Endowment funds, providing access to the arts to those located in rural, inner-city and other underserved communities.

***FY 2001 Request***

In addition to the above, the ***Challenge America Initiative*** would directly enable the Arts Endowment to increase, by more than 200percent, the number of concerts, performances and readings, audience services, and residencies. In partnership with the SAAs and their RAOs, 34 grants would be made under **Challenge America** to communities and families located in rural, inner-city and other underserved communities.

*Performance Indicator 2: Research studies on national arts participation are initiated and sustained.*

***FY 2000***

Support would be provided for planning the FY 2002 Survey of Public Participation in the Arts (SPPA) that determines trends and patterns in participation across demographic and socioeconomic groups and geographic areas. Reports from the 1997 report will continue to be published with additional detailed analyses.

***FY 2001***

Support would continue to be provided for the FY 2002 Survey of Public Participation in the Arts (SPPA) that determines trends and patterns in participation across demographic and socioeconomic groups and geographic areas.

## **B. CREATIVITY GOAL**

### **Objective 1: Increase the number of works created and presented.**

*Performance Indicator 1: A significant number of projects, in a wide variety of art forms, will be funded that commission, develop, or present work, or that reinterpret existing work.*

#### ***FY 2000***

Projects directly supported would assist in the creation of over 300 works of art, and enable the occurrence of approximately 4,100 presentations and nearly 190 exhibitions, fairs and festivals, 65 professional artistic support, approximately 130 publications, and 85 school and other residencies. Through Partnership Agreements with the SAAs and RAOs, 297 grants would be made using Arts Endowment funds, providing opportunities for the creation and presentation of work.

#### ***FY 2001 Request***

The FY 2000 level of activity will be essentially maintained in FY 2001.

### **Objective 2: Expand opportunities for artists to interpret, explore, and create work.**

*Performance Indicator: Support is maintained for projects that provide resources, time and space to assist artists in creating work.*

#### ***FY 2000***

Projects directly supported would enable approximately 115 residencies and 55 concerts, performances, or readings for artists to interpret, explore and create art. In addition, 32 fellowships would be provided to assist individual writers. Through Partnership Agreements with the SAAs and RAOs, 678 grants would be made using Arts Endowment funds, providing additional resources, time and space to assist artists in creating work.

#### ***FY 2001***

The FY 2000 level of activity will be essentially maintained in FY 2001.

## C. ARTS EDUCATION GOAL

**Objective 1: Help ensure that the arts are basic to the education of children and young adults in grades pre-K through 12.**

*Performance Indicator: A wide range of projects are supported that contribute toward making the arts essential to basic education in American schools.*

### ***FY 2000***

Projects directly supported would provide for approximately 140 arts instruction classes or lessons, 190 school and other residencies in which activities take place in educational and other settings, and 10 curriculum development/implementation projects that include the design, implementation, and distribution of instructional materials, methods, evaluation criteria, goals and objectives. Through Partnership Agreements with the SAAs and RAOs, more than 1,500 grants would be made using Arts Endowment funds, contributing to making the arts essential to basic education in American schools.

### ***FY 2001***

In addition to the above, the **Challenge America Initiative** would directly enable the Arts Endowment to increase, by more than 50 percent, the arts education arts instruction, school residency, and curriculum development activities available to families and communities. In partnership with the SAAs and their RAOs, more than 1,300 grants would be made under **Challenge America** to support school residency programs and projects made available to families and communities nationwide.

**Objective 2: Expand opportunities for children and adults to participate in and to increase their understanding of, or skills in, the arts.**

*Performance Indicator: A wide variety of projects are supported that are intended to increase the public's understanding of, or skills in, the arts.*

### ***FY 2000***

Projects directly supported would enable more than 875 concerts, performances and readings, nearly 300 residencies, and more than 450 classes, and related opportunities for children and adults to participate in and to increase their knowledge of, or skills in, the arts. Through Partnership Agreements with the SAAs and RAOs, nearly 1,300 grants would be made for art instruction or art classes, seminars, and other residency projects using Arts Endowment funds, providing additional opportunities for children and adults to participate in and to increase their understanding of, or skills in, the arts.



***FY 2001***

In addition to the above, the ***Challenge America Initiative*** would directly enable the Arts Endowment to increase, by more than 60 percent, the number of concerts, performances, and readings, arts instruction, and residencies available to families and communities. In partnership with the SAAs and their RAOs, 1,081 grants would be made under **Challenge America** in support of projects such as classes and instruction, residencies, and seminars in communities across the country to increase opportunities for children and adults to participate in and to increase their understanding of, or skills in, the arts.

**Objective 3: Provide professional development opportunities for artists, arts professionals, and teachers.**

*Performance Indicator:* *A significant number of projects and activities are supported that provide professional development opportunities for artists, arts professionals, and teachers.*

***FY 2000***

Projects directly supported would enable more than 65 professional development and training opportunities for artists, arts professionals, and teachers. Through Partnership Agreements with the SAAs and RAOs, nearly 250 grants would be made for professional development opportunities for artists, arts professionals, and teachers.

***FY 2001***

In addition to the above, the ***Challenge America Initiative*** would directly enable the Arts Endowment to nearly double its support of professional development and training opportunities for artists, arts professionals, and teachers. In partnership with the SAAs and their RAOs, more than 200 grants would be made possible under **Challenge America** for professional development opportunities for artists, arts professionals, and teachers.

#### **D. PRESERVATION GOAL**

**Objective 1: Document or conserve highly significant works of art, artifacts, and collections of art.**

*Performance Indicator: A significant number of projects are supported that conserve, document, and preserve our Nation's art.*

##### ***FY 2000***

Projects directly supported would enable nearly 3,300 highly significant works of art, artifacts, and collections of art to be identified and documented, conserved, repaired and restored and thus conveyed to the next generation. Through Partnership Agreements with the SAAs and RAOs, 94 grants would be made using Arts Endowment funds, providing for additional works of art, artifacts, and collections of art to be documented or conserved.

##### ***FY 2001***

In addition to the above, the ***Challenge America Initiative*** would directly enable the Arts Endowment to more than double the number of highly significant works of art, artifacts, and collections of art to be identified and documented, conserved, repaired and restored and thus conveyed to the next generation. In partnership with the SAAs and their RAOs, more than 150 grants would be made under **Challenge America** supporting projects related to documentation of artwork and collections of artwork, recording and filming, and restoration.

**Objective 2: Honor, assist, encourage, and present those artists and forms of artistic expression and practice that reflect the many cultural traditions that make up our Nation.**

*Performance Indicator 1: Support is maintained for projects that assist, document and/or present artists, artistic tradition, techniques, practices, models, and forms of artistic expression that reflect our Nation's cultural traditions.*

##### ***FY 2000***

Projects directly supported would enable more than 400 concerts, performances, or readings, arts instruction, residencies and related activities to occur across the country; thus expanding the public availability and knowledge of the breadth and scope of the forms of artistic expression that reside in this Nation. In addition, eight apprenticeships would take place to pass artistic repertoire, techniques and traditions on to future generations. Through Partnership Agreements with the SAAs and RAOs, more than 300 grants would be made using Arts Endowment funds, providing for projects that assist, document and/or present artists, artistic tradition, techniques, practices, models, and forms of artistic expression that reflect our Nation's cultural traditions.

***FY 2001***

In addition to the above, the ***Challenge America Initiative*** would directly enable the Arts Endowment to increase, by nearly 75percent, arts activities that assist, document and/or present artists, artistic tradition, techniques, practices, models, and forms of artistic expression that reflect our Nation's cultural traditions. In partnership with the SAAs and their RAOs, more than 500 grants would be made under **Challenge America** providing support for projects or programs related to apprenticeships and related programs.

*Performance Indicator 2: Participate in building a national folk arts infrastructure.*

***FY 2000***

Projects directly supported would provide for 32 projects that contribute efforts to build a national infrastructure for the folk arts.

***FY 2001***

Projects directly supported would provide for approximately 34 projects that contribute efforts to build a national infrastructure for the folk arts.

*Performance Indicator 3: Recognize the contributions of exceptional artists.*

***FY 2000***

Projects directly supported would enable three American Jazz artists to be recognized for their significant contributions to jazz, artistic excellence, and impact on the music field, and thirteen National Heritage Fellows to be recognized for their artistic excellence and support of their continuing contributions to our Nation's traditional arts heritage.

***FY 2001***

The FY 2000 level of activity will be essentially maintained in FY 2001.

## **E. ORGANIZATIONAL STABILITY GOAL**

**Objective 1: Strengthen arts organizations' ability to realize their artistic and public service goals by becoming more effective, adaptable, and stable organizations.**

*Performance Indicator 1: Projects will be supported that improve the organizational and financial capability of arts organizations.*

### ***FY 2000***

During the FY 2000 application cycle, funding for Planning & Stabilization grants was suspended while the Arts Endowment conducted a major reassessment of its support for organizational stability to determine the best approach to respond to the needs of arts organizations. In FY 2000, projects would directly enable 54 marketing, professional administrative support, research/planning, and stabilization activities. Through Partnership Agreements with the SAAs and RAOs, more than 2,400 grants for organizational operating support, marketing, administrative support, artistic support, and equipment acquisition would be made using Arts Endowment funds.

### ***FY 2001***

In FY 2001, Planning and Stabilization grants will be installed at a higher level of support than available in FY 2000. Through Partnership Agreements with the SAAs and RAOs, more than 2,400 grants for organizational operating support, marketing, administrative support, artistic support, and equipment acquisition would be made using Arts Endowment funds.

*Performance Indicator 2: Groups would be convened to discuss, evaluate and propose agency policies, programs and strategies that would help keep arts organizations strong.*

### ***FY 2000***

A series of topical meetings were convened for the purpose of looking at issues such as new philanthropic sources of support and changes in demographics. The Endowment also convened groups to assist the Agency in finalizing plans for an Organizational Stability category.

### ***FY 2001***

Following the outcome of the meetings in FY 2000, recommendations are being implemented in FY 2001 when the Endowment launches its new Stabilization program.

## **F. COMMUNITY ARTS DEVELOPMENT GOAL**

### **Objective 1: Help make communities more livable through the arts.**

*Performance Indicator: A wide variety of projects would be supported that promote and use the arts and design as a vehicle to make communities more livable.*

#### ***FY 2000***

Projects directly supported would enable Mayors from 55 communities, large and small, to participate in the Mayors' Institute for City Design, co-sponsored with the U.S. conference of Mayors and the American Architectural Foundation. Also, the Millennium Trails project would enable 52 of the Country's historic trails to become part of America's legacy for the year 2000.

#### ***FY 2001***

The **Challenge America Initiative** would directly enable the Arts Endowment to significantly increase its support for projects such as the Mayors Institute to make communities more livable.

### **Objective 2: Enhance public awareness of the importance of the arts in our lives and communities.**

*Performance Indicator: A significant number of projects would be supported that help disseminate information about, and foster appreciation of, the role of the arts in communities, as well as those that support research, analysis, and publications concerning the impact of the arts in communities.*

#### ***FY 2000***

Through Partnership Agreements with the SAAs and RAOs, approximately 120 grants would be made using Arts Endowment funds that will demonstrate the importance of the arts in our lives and communities.

#### ***FY 2001***

In partnership with the SAAs and their RAOs, more than 400 grants would be made under **Challenge America** in support of projects that would be related to research, analysis, and publications concerning the impact of the arts in communities.

### **Objective 3: Increase opportunities for the positive development of children and youth.**

*Performance Indicator: Projects would be supported that promote the use or involvement of the arts to help improve the lives of children and youth.*

#### ***FY 2000***

Positive Alternatives for Youth, a new Agency pilot leadership initiative, will take place in FY 2000. It is anticipated that 150 communities will benefit from this program.

#### ***FY 2001***

The **Challenge America Initiative** would enable the Arts Endowment to support approximately 600 apprenticeships, internships, residencies, and professional development or training opportunities intended to provide positive alternatives for youth.

### **Objective 4: Stimulate and strengthen the role of the arts in the economic and cultural development of communities.**

*Performance Indicator: Projects would be supported that help community-based coalitions to develop community cultural plans or undertake cultural assessments that lead to strengthened roles of the arts in communities.*

***FY 2000***

Projects directly supported through the ArtsREACH Initiative would enable nearly 80 projects intended specifically to help community-based coalitions in targeted States, to develop community cultural plans or undertake cultural assessments. Through Partnership Agreements with the SAAs and RAOs, nearly 125 grants would be made using Arts Endowment funds that would help community-based coalitions to develop community cultural plans or undertake cultural assessments that lead to strengthened roles of the arts in communities.

***FY 2001***

In addition to the above, the ***Challenge America Initiative*** would enable the Arts Endowment to more than double its support for community-based coalitions to develop community cultural plans or undertake cultural assessments. In partnership with the SAAs and their RAOs, more than 400 grants would be made under **Challenge America** in support of projects that would stimulate and strengthen the role of the arts in the economic and cultural development of communities.

## **G. PARTNERSHIPS GOAL**

### **Objective 1: Strengthen partnerships between the Endowment, State Arts Agencies, Regional Organizations of State Arts Agencies, and local governments.**

*Performance Indicator:* 40 percent investment into partnership agreements with SAAs and RAOs in activities that support the mission and goals of the Arts Endowment.

#### ***FY 2000***

For specific information, please refer to the Partnership Agreement information within each of the goals and objectives above.

#### ***FY 2001***

For specific information, please refer to the Partnership Agreement information within each of the goals and objectives above.

### **Objective 2: Develop and strengthen partnerships with the nonprofit arts sector including national arts service organizations, colleges and universities and foundations.**

*Performance Indicator:* Convene representatives from the nonprofit and for-profit sectors to facilitate mutual efforts to sustain and strengthen the arts.

#### ***FY 2000***

Recommendations that resulted from an initial meeting with foundation representatives in September, 1998 will be addressed.

#### ***FY 2001***

In FY 2001, the Endowment will be exploring opportunities for further collaboration.

### **Objective 3: Develop partnerships with the private sector and the commercial arts sector that enhance the arts in America.**

*Performance Indicator:* Jointly invest with other funders in projects that support the arts.

#### ***FY 2000***

The Endowment intends to convene an initial meeting with representatives of the commercial for-profit arts industry to determine ways they can work with the not-for-profit arts industry.

Through continued support from the Endowment and the Department of Education, the Arts Education Partnership will continue to facilitate collaborative planning and action among the 140 participating organizations at the national, State, and local levels, which will maximize collective efforts toward making the arts an integral part of educational improvement.

It should be noted that the Mars Millennium project would be implemented through partnerships with other Federal agencies and the private sector including the US Department of Education, NASA, Getty Trust, AOL, USA Today, and Binney and Smith.

#### ***FY 2001***

The recommendations that result from the FY 2000 meeting with the commercial for-profit and not-for-profit arts industries would be addressed in FY 2001.

### **Objective 4: Develop and strengthen partnerships with other Federal agencies.**

*Performance Indicator: Work with other Federal partners to include and recognize the role and value of the arts in their activities.*

***FY 2000***

The Endowment would continue collaborations with an estimated 15 Federal partners to advance the role and value of the arts.

***FY 2001***

The Endowment would continue collaborations with an estimated 15 Federal partners to advance the role and value of the arts.

**Objective 5: Develop and strengthen International partnerships.**

*Performance Indicator: Projects or activities would be supported that encourage American communities and artists to engage in mutually beneficial exchanges with communities and artists from abroad.*

***FY 2000***

Projects directly supported would enable citizens in at least 30 different countries to experience the arts of our country through support of American organizations' tours abroad, and nine residencies to such countries as Ireland, Northern Ireland, and Japan.

***FY 2001***

The FY 2000 level of activity will be essentially maintained in FY 2001.



#### IV. MEETING THE PERFORMANCE GOALS: REQUIRED RESOURCES & OPERATIONAL PROCESSES

- A. Grant-making.** Historically, the primary means employed by the NEA in attaining its performance goals has been the awarding of grants and cooperative agreements for specific arts projects. However, in recent years, the NEA has greatly improved its ability to accomplish its goals and objectives by either undertaking or strengthening its leadership, convening, research, communication/dissemination and partnership efforts. The principal resource required by the Agency is the programmatic funding necessary to support these efforts. [Note: The table following this narrative correlates funding with Agency goals, objectives and performance indicators. This table also conveys information on numbers of grants and related initiatives.]
- B. Operations.** Programmatic funding alone is insufficient to accomplish the Agency's goals and objectives. Adequate and highly-skilled staff, reliance upon merit review, implementation of efficient and effective processes and sufficient resources to acquire the tools to support the staff, merit review and operations, are essential to achieving performance goals and objectives.
- *Highly skilled staff* is critical. Whether overseeing finance, budget or personnel; providing advice on theater, dance, music or literature; assessing efficiency or effectiveness of process and procedure; or ensuring availability of technological support and services, highly skilled staff are necessary. Following a reduction-in-force (RIF), necessitated by a 40 percent reduction in funding, the Endowment revised its organization and established positions essential to accomplishing its mission. These positions recognized the necessary balance between professional and clerical skills. Today, the Agency operates with approximately 165-170 positions – some 100+ positions **below** the pre-RIF staffing level. With the availability of improved technology and the need for considerable professional experience, fewer clerical positions exist today. The current staffing level is essential to attain the performance goals outlined in this plan.
  - *Reliance upon Merit Review.* One particular process stands out as critical to the work of the NEA; our **national merit review system**. Through this system, the Agency is able to draw upon the services of hundreds of arts practitioners and knowledgeable laypersons from across the country who review applications submitted to the NEA. Their judgements weigh heavily in the Agency's decisions to provide funding to its various applicants. In turn, the active participation of these advisory panelists plays a significant role in enhancing the credibility and fairness of the Agency's primary tool to achieve its goals and objectives, the awarding of grants.
  - *Improved Processes, Procedures and Resources.* Today, it is hard to imagine any organization operating any process or procedure that in some way does not involve technology. Technology has become essential. It is difficult to recall doing business without the use of e-mail. Soon, it will be difficult to imagine doing business without the use of the Internet. The NEA embarked upon a project to greatly improve its technological capability. Concurrent with this effort was the goal of improving operations through the use of technology. To date, the NEA has implemented a Local Area Network (LAN) and is well on its way to converting its core, mission critical systems from a Wang Laboratories mainframe to a LAN-based computer platform. When this is accomplished, the Agency will not only have significantly improved its ability to conduct business internally, but it will have improved its ability to communicate with and provide information to the general public. It is important to note that this "migration" effort was not limited to replicating Wang-based systems with LAN-based systems. Rather, a

comprehensive review of processes and procedures was undertaken to identify opportunities to improve process, reduce duplicative and inefficient workload and improve access to information. This effort contributes greatly to the attainment of the Agency's performance goals. However, until such time that the Agency fully migrates to the LAN-based system, it will continue to rely upon the considerably more limited Wang system for data collection, processing, reporting and assessing.

Finally, to maintain a highly skilled staff and to fully utilize improvements in technology, adequate resources need to exist to accomplish the following:

- **Training** - skills-based, supervisory, technology-based, etc.; and
- **Physical Office Environment** - adequate and properly equipped space essential to productive work.

## V. VERIFYING & VALIDATING PERFORMANCE MEASURES

**A. Data Collection.** Applicants to and grantees of the NEA serve as the primary source of data for preparation of the Agency's performance plan. The performance indicators address issues such as number of concerts, exhibitions, works conserved, etc. This information is derived from applicant and grantee data.

*Final Report Information.* A few years ago, in response to the GPRA, the NEA initiated an effort to consolidate, modify and standardize its final report data collection efforts to ensure collection of data essential to measuring performance. Since that time, the NEA has refined its final report data collection by clarifying its data requests and presenting them in an easier to review and respond manner. Final report data represents final project accomplishments. Thus, this data will enable the NEA to report on the impact of its funding. Final reports, however, present an issue in terms of timing. That is, there is a time lapse between the fiscal year in which funds are appropriated and awarded for grants and the year in which the final reports are received from grantees. Grant projects take differing amounts of time to complete. The chart below outlines this based on information most recently available for FY 1999:

<u>Fiscal Year</u> <u>Year of Awards</u>	<u>Grant Period</u> <u>End Dates</u> <u>After Fiscal</u> <u>Year</u>	<u>Final Report</u> <u>Due Dates</u> <u>After Fiscal</u> <u>Year</u>	<u>Percent of Grants</u> <u>Awarded</u>
1999	6 months	9 months	25%
	12 months	15 months	47%
	18 months	21 months	18%
	24 months	27 months	8%
	30 months	33 months	2%

It is clear from this information that it will take approximately 15 months following the conclusion of the fiscal year to receive approximately 72 percent of the final reports. Subsequently, it will take a number of months to review the reports, enter data into a database and run and assess reports. Overall, one could conservatively estimate that it will take until the middle of FY 2001 before the NEA has received sufficient, final information to assess the overall impact of FY 1999 awards on the Agency's performance goals.

The guidance from OMB advises agencies that they will need to continue to report on a given fiscal year, beginning with FY 1999, until sufficient information has been received to make a reasoned judgement on whether the Agency's performance goals were attained. The NEA would need to determine whether 72 percent is realistic to make these judgements – taking into account how that 72 percent related to each goal. If disproportionate, the NEA might need to wait until 90 percent or more of the final reports were received. At 90 percent, the NEA would anticipate having to wait until the end of FY 2001 before sufficient information was available to make these assessments.

*Application Information.* There are a number of other stages in the application/grant process wherein information is provided by the applicant that the NEA can use to make projections of performance goal accomplishments. The NEA is currently in the process of refining its processes for collecting this information. Irrespective of which approach is used, the information collected will be available for applications recommended and will likely be received prior to the award of the grant. Information collected in one fiscal year is then extrapolated and used to project subsequent fiscal

year data. Upon determining which applications are to be funded in the subsequent fiscal year, that year's information is used to update the extrapolated data and then to project years that follows. The chart below outlines this process:

<u>Fiscal Year</u>	<u>Fiscal Year Initially Extrapolated From</u>	<u>Fiscal Year Subsequently Extrapolated From</u>
1999	1998	1999 following FY 1999 grant decisions
2000	1998	1999 following FY 1999 grant decisions 2000 following FY 2000 grant decisions
2001	1999	2000 following FY 2000 grant decisions 2001 following FY 2001 grant decisions

In addition to the collection of final report data from grantees, the NEA also receives performance information from the national service organization for State Arts Agencies and their Regional Organizations. The SAAs and RAOs send their final report data to the National Assembly of State Arts Agencies (NASAA). In turn, NASAA is able to provide cumulative reporting on the activity of all SAAs and RAOs and provide that information to the NEA for inclusion in its performance assessing and reporting. The information from the NASAA is used to extrapolate subsequent year data similar to the process noted above.

*Geographic Reporting.* Subsequent to award, the NEA requires each recipient to report on the geographic location of planned project activities. This information is then used to project the geographic reach of NEA-supported projects. This is a recent data collection effort on our part.

- B. Data Validation.** In recent years, the NEA took three important steps to improve its capacity to receive, report and verify data. The first was to embark on a project of migrating from a Wang-based system to a LAN-based system (as previously discussed). The second was to standardize its data collection forms and tools. The third was to recognize within the Agency the importance of these data collection and assessment efforts and to establish a staff position entirely focused on Agency-wide application/grant data quality. These efforts have helped to improve the NEA's ability to verify data.

*General Review.* The accuracy of the performance-related data submitted by applicants and grantees is reviewed and verified at a number of steps in the NEA's application/grant processes. At present, it is reviewed by staff; commented on by panelists during the merit review process, as relevant; reviewed again by other staff during the grant processing stages, as relevant; and collected and assessed with the final report.

*Data Consistency.* Well over a decade ago, the NEA, in partnership with the SAAs and the RAOs, undertook an effort to develop and implement a national set of grant-making data collection and reporting standards. The intent of this effort was to develop common terms, definitions and data collection elements that could be used by both the States and the Federal government. Receipt of this information would enable reporting and assessment on a national level of State and Federal support for the arts. The NEA continues to utilize this common data collection and reporting tool, – which has been instrumental in presenting statistical information on NEA's efforts to attain its performance goals.

*Applicant and State Flexibility.* Applicants to the NEA have considerable discretion as to which funding areas they wish to apply for and the type of project they seek

support. For example, an applicant may seek support to provide access to the arts one year and to undertake an arts education project the next. They may seek support for arts education for both years, but may request project support for training one year and for a residency the next year. As such, it is important to recognize that the extrapolations are reasonable estimates at the time the extrapolations are done; however, the NEA recognizes the impact that the external factor of applicant decision-making has on performance goal estimates and attainment. Similarly, SAAs have considerable discretion as to how they intend to allocate funds they receive from the NEA. Thus, in one year a State might emphasize access and in the next, arts education.

**C. Data Validation.** Each year that the NEA prepares its Performance Plans or considers data collection under its guidelines and final report processes, respectively, consideration is given as to the continued relevance of data elements previously requested and the need for new elements. Given that FY 1999 presented a significant modification to the final report data collection elements, the NEA is currently not in a position to assess whether substantive modifications should be made to these data collection tools.

**D. Evaluation.** At present, the NEA relies upon a number of vehicles to evaluate program accomplishments. These include:

- Conducting **site visits** as a means of determining the artistic and administrative status of selected applicants who seek support;
- Conducting **audits** of selected grantees or analyzing existing ones compiled by independent auditors or cognizant agency auditors to determine whether or not award recipients are fulfilling their obligations;
- **Evaluations** of selected projects and programs conducted to determine whether program goals are being met;
- Use of our **national merit review panels and other specially-convened groups of outside experts**, including customers and laypersons, consulted regarding their views of the extent to which the agency is achieving its goals; and
- Reliance upon the **National Council on the Arts** for continued advice and input on agency activities.

**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001Projected			
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	
1. ACCESS: Broaden public access to the excellence and diversity of the arts.	1.1 Increase number of, and broaden and diversify the kinds of, arts events or activities available to the American public.	Competitive and Leadership	Number of awards and funds	85	\$ 4,210		151	\$ 7,170		138	\$ 6,973		
			Concerts/readings/performances	1394			1400			1330			
			Radio and television broadcasts	14			50			50			
		Partnership	Number of awards and funds	4,875	\$ 8,276		4,760	\$ 8,081		4,777	\$ 8,112		
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		90	\$ 2,672		
						</							

**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001 Projected		
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity
2. CREATIVITY: Foster opportunities for the creation and presentation of artistically excellent work.	2.1 Increase the number of works created and presented.	Competitive and Leadership	Number of awards and funds	614	\$ 15,841		611	\$ 15,524		603	\$ 15,343	
			Artwork created			351			345			340
			Concerts/readings/performances			4,213			4,100			4,000
			Exhibitions			115			110			105
			Fairs/festivals			82			80			75
			Professional support-artistic			68			65			60
			Publications			134			130			125
			School and other residencies			87			85			80
	2.2 Expand opportunities for artists to interpret, explore, and create work.	Competitive and Leadership	Number of awards and funds	104	\$ 2,994		104	\$ 3,020		99	\$ 2,949	
			Concerts/readings/performances			53			55			50
			Fellowships to writers			40			41			40
			School and other residencies			112			115			110
			Partnership	694	\$ 2,146		678	\$ 2,095		680	\$ 2,103	
			C.A.-Direct	0	\$ -		0	\$ -		0	\$ -	
			C.A.-Partnership	0	\$ -		0	\$ -		0	\$ -	
			C.A.-Partnership	0	\$ -		0	\$ -		0	\$ -	
	<b>GOAL 2 TOTAL</b>			<b>1,717</b>	<b>\$ 21,530</b>		<b>1,690</b>	<b>\$ 21,175</b>		<b>1,680</b>	<b>\$ 20,933</b>	

**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001 Projected		
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity
3. ARTS EDUCATION: Strengthen the role of the arts in our nation's educational system and encourage lifelong learning in the arts.	3.1 Help ensure that the arts are basic to the education of children and young adults in grades pre-K through 12.	Competitive and Leadership	Number of awards and funds	61	\$ 3,267		56	\$ 2,563		56	\$ 2,640	
			Arts instruction			177			140			145
			Curriculum develop/implement			11			10			10
			School and other residencies			241			190			195
		Partnership	Number of awards and funds	1,611	\$ 2,736		1,573	\$ 2,671		1,579	\$ 2,682	
			Arts instruction									
			Curriculum develop/implement									
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		61	\$ 1,365	
			Arts instruction, Curriculum develop/implement, and residencies									180
			Number of awards and funds	0	\$ -		0	\$ -		1,312	\$ 2,229	
	3.2 Expand opportunities for children and adults to participate in and to increase their understanding of, or skills in, the arts.	Competitive and Leadership	Number of awards and funds	202	\$ 4,806		184	\$ 3,619		185	\$ 3,672	
			Arts instruction			598			450			455
			Concerts/performance/readings			1,161			875			885
			School and other residencies			390			305			310
		Partnership	Number of awards and funds	1,327	\$ 3,543		1,296	\$ 3,459		1,301	\$ 3,473	
			Arts instruction									
			Concerts/performance/readings									
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		102	\$ 2,275	
			Arts instruction, Concerts/performance/readings, and residencies									1000
			Number of awards and funds	0	\$ -		0	\$ -		1,081	\$ 2,887	



**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001 Projected		
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity
	3.3 Provide professional development opportunities for artists, arts professionals, and teachers.	Competitive and Leadership	Number of awards and funds	48	\$ 1,414		44	\$ 1,120		44	\$ 1,158	
			<i>Arts instruction, Curriculum development, Professional development/training, and residencies</i>			79			65			65
		Partnership	Number of awards and funds	254	\$ 680		248	\$ 664		249	\$ 666	
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		40	\$ 910	
			<i>Arts instruction, Curriculum development, Professional development/training, and residencies</i>									50
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		207	\$ 554	
	<b>GOAL 3 TOTAL</b>			<b>3,503</b>	<b>\$ 16,446</b>		<b>3,401</b>	<b>\$ 14,096</b>		<b>6,217</b>	<b>\$ 24,511</b>	

**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001Projected			
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	
4. PRESERVATION: Preserve our nation's cultural heritage for the 21st century.	4.1 Document or conserve highly significant works of art, artifacts, and collections of art.	Competitive and Leadership	Number of awards and funds	78	\$ 2,082		86	\$ 2,157		83	\$ 2,146		
			Conserve, repair, restore	3,268			3,380			3,380			
			Identification/documentation	53			55			50			
			Partnership	Number of awards and funds	96	\$ 743		94	\$ 726		95	\$ 728	
			C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		102	\$ 2,275	
		Conserve, repair, restore, Identification/documentation								3,500			
			C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		153	\$ 1,174	
		4.2 Honor, assist, encourage, and present those artists and forms of artistic expressions and practice that reflect the many cultural traditions that make up our nation.	Competitive and Leadership	Number of awards and funds	123	\$ 2,906		131	\$ 2,988		130	\$ 2,993	
	Apprenticeships			8			8			8			
	Arts instruction			204			220			220			
	Concerts/readings/performances			218			225			225			
	American Jazz Masters			3			3			3			
	National Heritage Fellowships			13			13			13			
	School and other residencies			61			65			65			
			Partnership	Number of awards and funds	343	\$ 503		335	\$ 492		337	\$ 493	
			C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		102	\$ 2,275	
	Apprenticeships, Arts instruction, Concerts/readings/performances, Fairs/festivals, Exhibitions, School and other residencies									400			
	C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		543	\$ 794			
GOAL 4 TOTAL			640	\$ 6,234		646	\$ 6,363		1,545	\$ 12,878			

**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001 Projected		
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity
5. ORGANIZATIONAL STABILITY: Strengthen the organizational and financial capabilities of America's arts organizations.	5.1 Strengthen arts organizations' ability to realize their artistic and public service goals by becoming more effective, adaptable, and stable organizations.	Competitive and Leadership	Number of awards and funds	129	\$ 6,422		74	\$ 2,695		117	\$ 4,065	
			<i>Marketing, Professional support-administrative, Research/planning, and Stabilization/endowment/ challenge</i>			129			54			80
		Partnership	Number of awards and funds	2,505	\$ 13,884		2,446	\$ 13,558		2,455	\$ 13,607	
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		<b>GOAL 5 TOTAL</b>		<b>2,634</b>	<b>\$ 20,306</b>		<b>2,520</b>	<b>\$ 16,253</b>		<b>2,572</b>	<b>\$ 17,672</b>	

**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001 Projected		
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity
6. COMMUNITY ARTS DEVELOPMENT: Help address the concerns of America's communities through the arts.	6.1 Help make communities more livable through the arts.	Competitive and Leadership	Number of awards and funds	2	\$ 920		2	\$ 860		2	\$ 936	
			<i>Mayors at Inst for City Design</i>			60			55			60
			<i>Artworks (projects) created along the Millennium Legacy Trails</i>			52						
		Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		51	\$ 1,550	
			<i>Research/planning and Identification/documentation</i>									51
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
	6.2 Enhance public awareness of the importance of the arts in our lives and communities.	Competitive and Leadership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		Partnership	Number of awards and funds	124	\$ 760		121	\$ 742		121	\$ 745	
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		428	\$ 2,651	

**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001 Projected		
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity
	6.3 Increase opportunities for the positive development of children and youth.	Competitive and Leadership	Number of awards and funds	0	\$ -		150	\$ 1,000		0	\$ -	
		Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		150	\$ 4,550	
			Apprenticeships/internships, arts instruction, Residencies, and Professional development/training				150			600		
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
	6.4 Stimulate and strengthen the role of the arts in the economic and cultural development of communities.	Competitive and Leadership	Number of awards and funds	84	\$ 849		78	\$ 793		86	\$ 864	
			ArtsREACH			84			78			86
		Partnership	Number of awards and funds	127	\$ 883		124	\$ 862		124	\$ 865	
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		247	\$ 7,500	
			Research/planning and marketing									247
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		440	\$ 3,079	
	<b>GOAL 6 TOTAL</b>			<b>337</b>	<b>\$ 3,412</b>		<b>475</b>	<b>\$ 4,257</b>		<b>1,649</b>	<b>\$ 22,740</b>	

**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001 Projected		
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity
7. PARTNERSHIPS: Strengthen the Endowment's partnerships with the public and private sectors.	7.1 Strengthen partnerships between the Endowment, state arts agencies, regional organizations of state arts agencies, and local governments.	Competitive and Leadership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		Partnership /I	Number of awards and funds									
				Awards reflected throughout each goal and objective.								
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
	7.2 Develop and strengthen partnerships with the non-profit arts sector including national arts service organizations, colleges and universities, and foundations.	Competitive and Leadership	Number of awards and funds	11	\$ 100		10	\$ 93		11	\$ 102	
		Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	

**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

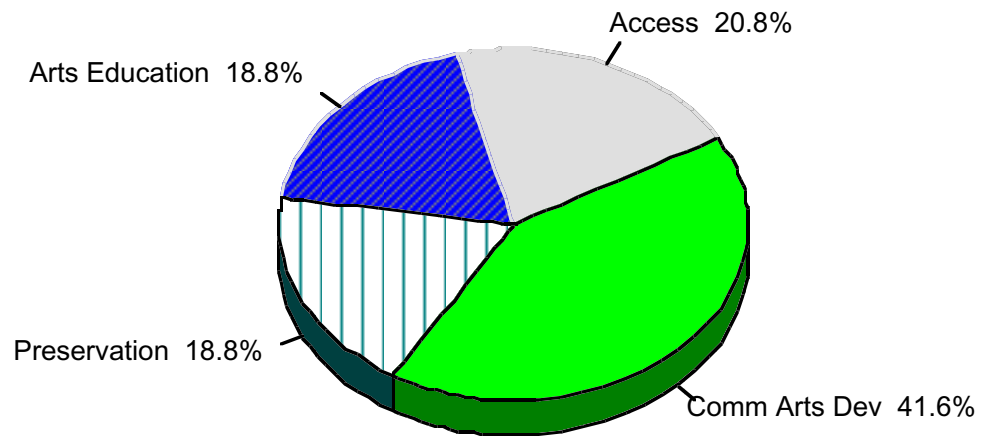
GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001 Projected		
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity
	7.3 Develop partnerships with the private sector and the commercial arts sector that enhance the arts in America.	Competitive and Leadership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		Partnership	Number of awards and funds					\$ -				
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
	7.4 Develop and strengthen partnerships with other federal agencies.	Competitive and Leadership	Number of awards and funds	7	\$ 127		7	\$ 119		7	\$ 129	
			<i>Collaborate w/federal partners</i>			15			15			15
		Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	

**STATISTICS FOR FY 2001 PERFORMANCE PLAN**  
**(\$ in Thousands)**

GOAL	OBJECTIVE	FUNDING CATEGORY	INDICATOR	FY 1999 Preliminary			FY 2000 Estimated			FY 2001 Projected		
				# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity	# of Awards	\$	Extent of Activity
	7.5 Develop and strengthen international partnerships.	Competitive and Leadership	Number of awards and funds	2	\$ 250		2	\$ 234		2	\$ 254	
			<i>Projects in different countries</i>			30			30			30
		Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Direct	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
		C.A.-Partnership	Number of awards and funds	0	\$ -		0	\$ -		0	\$ -	
	<b>GOAL 7 TOTAL</b>			<b>20</b>	<b>\$ 477</b>		<b>19</b>	<b>\$ 446</b>		<b>20</b>	<b>\$ 485</b>	
<b>GRAND TOTAL</b>			<b>Competitive and Leadership</b>	<b>1,609</b>	<b>\$ 47,781</b>		<b>1,793</b>	<b>\$ 45,541</b>		<b>1,657</b>	<b>\$ 45,717</b>	
			<b>Partnership</b>	<b>12,307</b>	<b>\$ 34,835</b>		<b>12,017</b>	<b>\$ 34,015</b>		<b>12,061</b>	<b>\$ 34,141</b>	
			<b>C.A.-Direct</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>\$ -</b>		<b>1,079</b>	<b>\$ 29,380</b>	
			<b>C.A.-Partnership</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>\$ -</b>		<b>7,804</b>	<b>\$ 19,589</b>	
/1 Partnership and CA Partnership funds are reflected in each applicable goal and objective. Partnerships extrapolated based upon most recently available information.												
	<b>AVERAGE GRANT</b>		<b>Competitive and Leadership</b>		\$ 30			\$ 25			\$ 28	
			<b>Partnership</b>		\$ 3			\$ 3			\$ 3	
			<b>C.A.-Direct</b>		\$ -			\$ -			\$ 27	
			<b>C.A.-Partnership</b>		\$ -			\$ -			\$ 3	



## FY 2001 Challenge America Direct Grants



## FY 2001 Challenge America Direct Grant Dollars

